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ABSTRACT

More than half the States have passed accountability legislation. In many instances, this legislation has had a direct effect on the principal's role in his building and in his school district. This bibliography has been compiled to assist principals and other leaders in secondary education finding resources to clarify accountability concepts. The compilation presents materials in the four accountability areas labeled financial, pupil testing, personnel evaluation, and general. (Author/JF)

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A Bibliography on

ACCOUNTABILITY

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FOREWORD

More than half of our states have now passed accountability legislation. In many instances, this legislation has had a direct affect on the principal's role in his building and school district.

This bibliography has been compiled to assist principals and other leaders in secondary education in finding resources to clarify accountability concepts. The compilation presents materials in four major accountability areas:

- General.
- Financial.
- Pupil Testing.
- Personnel Evaluation.

The first section of this bibliography was compiled by ERIC's Clearinghouse on Educational Management, located at the University of Oregon. Their work represents a collection of abstracts taken from document resumes in Research in Education.

Educational Research Service, Inc. (NASSP's research arm) assisted the Association's Office of Professional Assistance, directed by Paul W. Hersey, in completing the second section of this accountability bibliography.

Owen B. Kiernan
Executive Secretary
NASSP

ACCOUNTABILITY *

1. Barilleaux, Louis E. "Accountability through Performance Objectives: Opportunities for Proactive Behavior." Paper presented at National Association of Secondary School Principals annual convention, Anaheim, California, March 1972. 12 pages. ED 062 695 MF $0.65 HC $3.29.

   Barilleaux focuses on the role of the principal in an accountable system and urges that objectives be established for principals as they are for students and teachers.

2. Berman, Louise M. "Accountability Which Transcends." Paper presented at Supervision of Instruction Symposium 3: Accountability and the Supervisor, April 1972. 14 pages. ED 065 924 MF $0.65 HC $3.29.

   Berman considers the narrow goals characteristic of most accountability programs, discusses methods for linking goals to broad social values, and suggests steps supervisors can take to implement accountability in an open system. She argues that students, teachers, and administrators must be mutually accountable.

3. Bonney, Lewis A. Accountability at the Local Level. California: San Bernardino City Unified School District, 1971. 17 pages. ED 062 701 MF $0.65 HC $3.29.

   This report describes the theory and operation of the Educational Management System (EMS). EMS focuses on intended results and emphasizes decentralized decision-making.

4. Combs, Arthur W. Educational Accountability. Beyond Behavioral Objectives. Washington, D.C.: Association for Supervision and Curriculum Development, 1972. 47 pages. ED 067 381 MF $0.65 HC not available from EDRS. (Available from Association for Supervision and Curriculum Development, 1201 Sixteenth Street NW, Washington, D.C. 20036. $2.50.)

   Combs explores major problems concerning accountability. He concludes that a balance of behavioral and humanistic objectives is necessary in education.

5. Cornell, Terry D. A Format for Monitoring the Teaching-Learning Process: Educational Accountability. Tucson, Arizona: EPIC Evaluation Center, 1971. 17 pages. ED 058 159 MF $0.65 HC not available from EDRS. (Available from Educational Innovators Press. Post Office Box 13052, Tucson, Arizona 85711. $1.25.)

   Cornell describes a format for using performance objectives in implementing an instructional program. He details the use of such variables

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as organization, content, method, and facilities to accomplish the objectives. In addition, the booklet lists procedures for monitoring the implementation process.

6. Educational Innovators Press. Sourcebook for Implementing Accountability. Tucson, Arizona: 1971. 42 pages. ED 056 989 MF $0.65 HC not available from EDRS. (Available from Educational Innovators Press, Post Office Box 13052, Tucson, Arizona 85711. $1.95.)

   This booklet describes a systematic procedure for determining learner needs. Also included are discussions of performance objectives, monitoring and audit procedures, need determination, and budget allocation.

7. Educational Innovators Press. Viewpoints on Accountability. Tucson, Arizona: 1971. 64 pages. ED 058 157 MF $0.65 HC not available from EDRS. (Available from Educational Innovators Press, Post Office Box 13052, Tucson, Arizona 85711. $1.95.)

   Five papers examine the activities, successes, and pitfalls encountered by educators introducing accountability techniques into instructional programs. The papers are based on existing programs and offer possible solutions to accountability problems in the areas of performance contracting, individualized performance-based teacher education programs, and educational management systems.

8. Educational Testing Service. Proceedings of the Conferences on Educational Accountability. Princeton, New Jersey: 1971. 108 pages. ED 050 183 MF $0.65 HC $6.58.

   Considerable attention is being focused on the concept of educational accountability. The term accountability has many meanings and is often used in connection with such activities as assessment, evaluation, auditing, and performance contracting. This booklet includes nine papers presented at two conferences on educational accountability. These papers center on six topics: means and ends of accountability, issues in implementation, possible effects on instructional programs, public expectations, the role of evaluation, and the future of accountability. Document 9 is related.

9. Educational Testing Service. Proceedings of the Conference on Educational Accountability. Princeton, New Jersey: 1971. 67 pages. ED 051 313 MF $0.65 HC $3.29.

   A third conference on educational accountability yielded six additional papers. These papers focus on five topics: means and ends of accountability, issues in implementation, public expectations, the role of evaluation, and the future of accountability. Document 8 is related.

10. Forsberg, James R. Accountability and Performance Contracting. Analysis and Bibliography Series, Number Thirteen. Eugene: ERIC Clearinghouse on Educational Administration, University of Oregon, 1971. 15 pages. ED 055 336 MF $0.65 HC $3.29.

    This review analyzes literature on educational accountability and performance contracting. It defines the concepts, describes individual contracts, discusses management systems, identifies testing and measurement problems, and probes legal aspects of performance contracting.

11. Giles, T. E., editor. Educational Accountability. Western Canada Educational Administrators' Annual Conference. (3rd, January 1972). Edmonton: Alberta Council on School Administration, 1972. 216 pages. ED 067 741 MF $0.65 HC $9.87. (Also available from Council on School Administration, Barnett House, 11010 142nd Street, Edmonton 50, Alberta, Canada. $5.00.)

    Various authors examine accountability from the respective viewpoints of students, teachers, administrators, trustees, and society. Aspects of accountability discussed include accountability in management, performance contracting in turnkey operations, PPBES, control of teacher performance through merit salaries, and involvement of professional and lay groups.

12. Hanson, Gordon, compiler. Accountability: The State of the Knowledge. Madison: Wisconsin State Department of Education, [1972]. 12 pages. ED 070 146 MF $0.65 HC $3.29.

    This bibliography cites articles, documents, and books on accountability.

13. Hanson, Gordon, and Gold, James. Accountability: A Bibliography. Denver: Cooperative Accountability Project, Colorado State Department of Education, 1973. 45 pages. ED 082 342 MF $0.65 HC $3.29. (Also available from State Educational Accountability Repository, Department of Public Instruction, 126 Langdon Street, Madison, Wisconsin 53702; or from Cooperative Accountability Project, Colorado State Department of Education, 1362 Lincoln Street, Denver, Colorado 80203.)

    Hanson and Gold list documents on assessment and accountability.

14. Hegedus, Rita. Educational Vouchers. Dover: Division of Research, Planning, and Evaluation, Delaware State Department of Public Instruction, 1971. 14 pages. ED 048 674 MF $0.65 HC $3.29.

    This report provides an overview of educational vouchers. Hegedus outlines a history of the voucher idea and discusses advantages and disadvantages of the voucher system.

15. Hencley, Stephen P. "Deterrents to Accountability." Paper presented at Western Canada Educational Administrators conference, Banff, Alberta, October 1971. 20 pages. ED 055 365 MF $0.65 HC $3.29.

Hencley assesses potential deterrents to implementation of educational accountability. He divides these deterrents into three categories: philosophical or ideological, political or legal, and technological and economic.

16. Lessinger, Leon M. Every Kid a Winner: Accountability in Education. Chicago: Science Research Associates, Inc., 1970. 239 pages. ED 055 330 Document not available from EDRS.

Lessinger explains how school districts can use performance contracting to attack difficult educational problems and to meet the increasing demand for accountability. He lists the agencies involved in a performance contract, describes their roles, and presents examples of performance contracting in operation.

17. McNeil, John D. "Supervision of Instruction: The Relationship of Theory and Practice to Accountability." Paper presented at Supervision of Instruction Symposium 3: Accountability and the Supervisor, April 1972. Columbus: Ohio State Department of Education. 7 pages. ED 064 803 MF $0.65 HC $3.29.

McNeil analyzes frequently overlooked distinctions necessary in considering accountability plans and discusses recent tools for implementing teacher accountability.

18. McPhail, Augustine H. "Accountability: Will It Improve Education?" Paper presented at Conference on English Education, National Council of Teachers of English, St. Louis, April 1972. Jackson: Mississippi State Department of Education. 12 pages. ED 068 946 MF $0.65 HC $3.29.

This paper presents the case for accountability. It includes a history of accountability, definitions of important terms, and a bibliography.

19. Metos, Thomas H., and Luty, Elanny T. An Accountability Approach Using Expectancy Criteria. 1973. 14 pages. ED 082 340 MF $0.65 HC $3.29.

If American schools are to be held accountable for student achievement, a reliable means of determining the difference between a child's actual achievement and his learning potential must be found. Metos and Luty examine a means of predicting student learning expectancy that could possibly be used as the basis for a teacher evaluation system.

20. Michigan State Department of Education. An Introduction to Guaranteed Performance Contracting: A Planning Guide. Lansing: 1971. 57 pages. ED 053 198 MF $0.65 HC $3.29.

This guide was developed to assist school district personnel in the use of Guaranteed Performance Contracting (GPC).

21. Mullen, David J., editor. Accountability. Athens: Georgia Association of Elementary School Principals, 1971. 94 pages. ED 057 507 MF $0.65 HC $3.29. (Also available from David J. Mullen, College of Education, University of Georgia, Athens, Georgia 30601. $2.00, checks payable to Georgia Association of Elementary School Principals.)

Five papers define and describe the need for accountability, comment on strategies such as PPBS, and present a practical model for accountability.

22. New York State Education Department. Performance Contracting in Elementary and Secondary Education. A Report Showing the Developments on a Nationwide Basis and the Implications for New York State. Albany: Division of Evaluation, 1970. 44 pages. ED 049 525 MF $0.65 HC $3.29.

This paper describes the historical development of performance contracting, discusses the first performance contracting experiment, cites reactions to performance contracting, and supplies supportive data.

23. Rhodes, Lewis A. "Educational Accountability; Getting It All Together." Paper presented at Texas Conference for Teacher Education, October 1970. 14 pages. ED 045 566 MF $0.65 HC $3.29.

Districts implementing a policy of accountability must take into account the fact that educators have little control over many external factors affecting individual learning. Rhodes argues that accountability can provide a management framework that deals realistically with both process and product.

24. Richburg, James R. "The Movement for Accountability in Education." Paper prepared for National Council for the Social Studies annual convention, Denver, November 1971. 12 pages. ED 058 145 MF $0.65 HC $3.29.

Richburg defines educational accountability as a process of setting goals, making available adequate resources to meet those goals, and conducting regular evaluation to determine if the goals are met. He also presents reasons for the accountability movement in education and cites major problems related to accountability.

25. Roberson, E. Wayne, editor. Educational Accountability through Evaluation. Englewood Cliffs, New Jersey: Educational Technology Publications, 1971. 114 pages. ED 054 221 Document not available from EDRS. (Available from Educational Technology Publications, 140 Sylvan Avenue, Englewood Cliffs, New Jersey 07632. $3.00.)

Several papers provide insight into some problems and solutions regarding educational accountability. Topics include needs assessment, PPBS, performance contracting, and program auditing.

26. Saretsky, Gary, and others. Accountability, a Bibliography. Bloomington: ERIC Clearinghouse on Reading, Indiana University, 1971. 16 pages. ED 055 757 MF $0.65 HC $3.29.

This bibliography cites articles, books, and reports on accountability under twelve headings: general, technical assistance, needs assessment, management systems, change strategies, performance objectives, performance budgeting, staff development, comprehensive evaluation, program auditing, community involvement, and cost effectiveness.

27. Sigel, Efrem, and Sobel, Myra. Accountability and the Controversial Role of the Performance Contractors. A Critical Look at the Performance Contracting Phenomenon. 1971. 137 pages. ED 054 528 Document not available from EDRS. (Available from Knowledge Industry Publications, Tiffany Towers, Post Office Box 429, White Plains, New York 10602. $95.00 first copy, additional copies $45.00.)

Sigel and Sobel explore the evolution of accountability and performance contracting. Appendixes describe various contracts and profile contracting corporations.

28. Stucker, J. P., and Hall, G. R. The Performance Contracting Concept in Education. Santa Monica, California: The RAND Corporation, 1971. 81 pages. ED 050 496 MF $0.65 HC $3.29. (Also available from Communications Department, The RAND Corporation, 1700 Main Street, Santa Monica, California 90406. $3.00.)

This report explores the basic issues in performance contracting, traces the evolution of performance contracting, and discusses the concept as it is currently applied to education.

29. Stufflebeam, Daniel L. "The Relevance of the CIPP Evaluation Model for Educational Accountability." Paper presented at American Association of School Administrators annual meeting, Atlantic City, February 1971. Columbus: Evaluation Center, Ohio State University. 30 pages. ED 062 385 MF $0.65 HC $3.29.

The CIPP evaluation model was developed to provide timely information for decision-making. Stufflebeam describes the model, discusses the concept of accountability, and analyzes the potential of the CIPP model for meeting the information requirements of accountability.

30. Taylor, John E., and Smith, Robert G., Jr. "The General Concept of Managing for Educational Accountability." Paper based on presentation at Western Regional Research Coordinating Unit Directors conference, Squaw Valley, California, September 1970. Alexandria, Virginia: Human Resources Research Organization, 1972. 10 pages. ED 066 789 Document not available from EDRS. (Available from National Technical Information Service, 5258 Port Royal Road, Springfield, Virginia 22151. AD-743-154 MF $0.95 HC $3.00.)

    Taylor and Smith define project accountability, present background material on the concept, and examine assessment procedures related to accountability.

31. Tucker, Ellis E. Accountability in Education: A Bibliography. 1971. 21 pages. ED 055 990 MF $0.65 HC $3.29.

    This bibliography cites journal articles dealing with various aspects of educational accountability.

32. Wallace, Richard C., Jr., and Shavelson, Richard J. A Systems Analytic Approach to Evaluation: A Heuristic Model and Its Application. Syracuse, New York: Eastern Regional Institute for Education, 1970. 53 pages. ED 058 292 MF $0.65 HC $3.29.

    Wallace and Shavelson demonstrate the capabilities and limitations of systems analysis as applied to development of a program evaluation plan.

33. Wear, Maurice, and Basom, Myron. Accountability in Education. Educational Administration Workshop. Summer, 1970. Laramie: College of Education, University of Wyoming, 1970. 89 pages. ED 055 359 MF $0.65 HC $3.29.

    Wear and Basom report the proceedings of a workshop on accountability. Topics include accountability at the national, state, and local levels; the application of PPBS to the concept of accountability; and evaluation of schools and staff.

34. Wescott, J. P. "Accountability and Management." Speech presented at Southern Association of College and Schools annual conference, Roanoke, Virginia, July 1971. 15 pages. ED 055 318 MF $0.65 HC $3.29.

    This speech describes accountability and explains the utility of PPBS in implementing an accountability policy.

35. Young, Stephen. "Accountability and Evaluation in the 70's: An Overview." Paper presented at Speech Communication Association annual meeting, San Francisco, December 1971. 35 pages. ED 061 230 MF $0.65 HC $3.29.

Young discusses accountability and the effect it is having on American education. He includes performance contracting, vouchers, and alternative schools among the offshoots of the accountability movement.

FINANCIAL ACCOUNTABILITY

1. American Association of School Administrators. ERIC Abstracts: A Collection of ERIC Document Resumes on Program Budgeting and Cost Analysis. ERIC Abstract Series Number Five. Washington, D.C.: 1970. 34 pages. ED 036 892 MF $0.65 HC $3.29. (Also available from American Association of School Administrators, 1201 Sixteenth Street NW, Washington, D.C. 20036. $2.00.)

   This annotated bibliography includes ERIC abstracts on program budgeting and cost analysis materials announced in Research in Education through 1969.

2. American Association of School Administrators. ERIC Abstracts: A Collection of ERIC Document Resumes on Planning, Programming, Budgeting Systems. ERIC Abstract Series Number Twenty-five. Washington, D.C.: 1973. 23 pages. ED 084 648 MF $0.65 HC $3.29. (Also available from American Association of School Administrators, 1201 Sixteenth Street NW, Washington, D.C. 20036. $2.00.)

   This annotated bibliography reviews PPBS literature announced in Research in Education from 1969 through 1973.

3. Duke, W. R. "Control of Accountability through Planning, Programming, Budgeting, Evaluation Systems." Paper presented at Western Canada Educational Administrators conference, Banff, Alberta, October 1971. 18 pages. ED 055 364 MF $0.65 HC $3.29.

   Duke outlines the concept of accountability, cites performance contracting as an external response to accountability, and examines the impact of PPBES in an accountable system.

4. Farquhar, John A. Accountability, Program Budgeting, and the California Educational Information System: A Discussion and a Proposal. Santa Monica, California: The RAND Corporation, 1971. 34 pages. ED 050 498 MF $0.65 HC $3.29. (Also available from Communications Department, The RAND Corporation, 1700 Main Street, Santa Monica, California 90406. $2.00.)

Farquhar calls for a new California Educational Information System more suited to the concept of accountability. Such a system would require definition to determine information needs, transitional mechanisms, legislative and economic frameworks, and a functional system design that translates needs into specifications for programming and testing.

5. Farquhar, John A. An Information System for Educational Management: Executive Summary. Santa Monica, California: The RAND Corporation, 1972. 30 pages. ED 067 730 Document not available from EDRS. (Available from Publications Department, The RAND Corporation, 1700 Main Street, Santa Monica, California 90406. $2.00.)

   In this document, Farquhar summarizes six reports concerning design of an information system to aid the Los Angeles schools in implementing accountability and program budgeting.

6. National School Public Relations Association. PPBS and the School: New System Promotes Efficiency, Accountability. Education U.S.A. Special Report. Washington, D.C.: 1972. 59 pages. ED 060 574 MF $0.65 HC not available from EDRS. (Available from National School Public Relations Association, 1201 Sixteenth Street NW, Washington, D.C. 20036. Stock Number 411-12810, $4.00.)

   This report explores the pros and cons of PPBS as a management tool. The report gives specific examples of PPBS in use and describes steps in each phase of PPBS: planning, programming, and budgeting.

EVALUATION AND ACCOUNTABILITY

1. Alkin, Marvin C., and Klein, Stephen P. "Accountability Defined. Evaluating Teachers for Outcome Accountability." UCLA Evaluation Comment, 3, 3 (May 1972), pages 1-11. University of California at Los Angeles. ED 068 495 MF $0.65 HC $3.29.

   Alkin and Klein examine goal, program, and outcome accountability and consider three exemplary accountability schemes: the voucher plan, performance contracting with an external contractor, and performance contracting with a teacher. They argue that traditional teacher evaluation methods are not adequate and that teachers should be evaluated on the basis of student performance.

2. Bhaerman, Bob. A Paradigm for Accountability. QuEST Paper 12. Washington, D.C.: American Federation of Teachers, 1970. 10 pages. ED 041 870 MF $0.65 HC $3.29. (Also available from American Federation of Teachers, 1012 Fourteenth Street NW, Washington, D.C. 20005. $0.35.)

Bhaerman proposes a design to unite teacher evaluation, differentiated staffing, and inservice education into a continuous progress plan. This three-way design, he argues, could make the schools truly accountable.

3. Castetter, William B., and Heisler, Richard S. Appraising and Improving the Performance of School Administrative Personnel. Philadelphia: Graduate School of Education, University of Pennsylvania, 1971. 82 pages. ED 060 540 MF $0.65 HC not available from EDRS. (Available from the Center for Field Studies, Graduate School of Education, University of Pennsylvania, Philadelphia, Pennsylvania 19104. $5.00.)

   This monograph deals with evaluation of school administrative personnel, integrating both new and established concepts of performance appraisal.

4. Culbertson, Jack A. "Evaluation of Middle-Administrative Personnel: A Component of the Accountability Process." Paper presented at American Association of School Administrators annual convention, Atlantic City, February 1971. 11 pages. ED 051 543 MF $0.65 HC $3.29.

   Culbertson believes that evaluation systems for elementary and secondary school principals should be designed with the explicit objectives of stimulating leadership and encouraging improvement efforts.

5. Krystal, Sheila, and Henrie, Samuel. Educational Accountability and Evaluation. PREP-35. Washington, D.C.: National Center for Educational Communication, Office of Education, Department of Health, Education, and Welfare, 1972. 56 pages. ED 067 514 MF $0.65 HC $3.29. (Also available from Superintendent of Documents, United States Government Printing Office, Washington, D.C. 20402. Catalog Number HE 5.212:12087, $0.60.)

   Krystal and Henrie treat educational accountability as a philosophy and as a means of introducing system into an educational enterprise. They discuss external and internal performance contracting, the voucher system, external audit or EPA, systems analysis, and PPBS. They also concentrate on evaluation as an aspect of accountability.

6. Orlosky, Donald E. "Teacher Competence: To Do What?" Paper presented at American Educational Research Association annual meeting, New Orleans, February-March 1973. 8 pages. ED 083 151 MF $0.65 HC $3.29.

   This paper investigates the theoretical bases of accountability, particularly as related to evaluating a teacher's effectiveness.

7. Wohlferd, Gerald. Quality Evaluation through Nomographs. Albany: New York State University System, 1970. 34 pages. ED 047 006 MF $0.65 HC $3.29.

A nomograph is a graphic method of predicting student scores on standardized tests from information on student background and other variables. Using nomographs, schools can compare predicted and actual scores to determine school effectiveness.

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4. Bard, B. "New York Accountability Plan Starts to Take Off," Nation's Schools, 90: September 1972. pp. 22-23.

5. Barnard, D. P. "What's the Name of the Game?" Audiovisual Instruction, 18: May 1973, pp. 35+.

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8. Berns, J. "Uses of Accountability: Voucher Payment," The Training School Bulletin, 69: November 1972, pp. 127-130.

9. Blaschke, Charles. Performance Incentive Remedial Education Experiment. Washington, D.C.: Education Turnkey Systems, Inc. 1971. 231 p.

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11. Brademas, John. "A Rationale for Accountability," Congressional Record--House: H 11015. December 10, 1973.

12. Brodbelt, S. "Impact of Educational Accountability upon Teachers and Supervisors," The High School Journal, 56: November 1972, pp. 55-66.

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* *Compiled by Educational Research Service, Inc., Arlington, Va., and NASSP's Office of Professional Assistance, Reston, Va.*

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The Guaranteed Student Performance Approach to Public School System Reform. Research Press, Champaign, Illinois: 1970, 122 p.

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